



Karen K. Mildenhall

Risk Management | Board Governance | P&L Ownership
Strategic Change | Growth | Mergers & Acquisitions

1+602-885-3439 | karen@kmleadership.com
<https://www.linkedin.com/in/kmildenhall/>

Industries

Insurance
Financial Services
Environmental Services
Construction
Power Generation

Board Experience

Private

Chair, Board of Directors

(2015 – present)

KM Leadership Solutions, LLC (Private Business Consulting, \$500K rev)

Phoenix Chapter

President/Chair

(2017 – 2020)

Committee Chair,

Membership, Sponsorship,

Executive Member

Programming

(2013 – 2017)

Ellevest Professional Women's Network (Global B-Corp, AZ chapter, grew to 650 members)

Nonprofit

Chair, Board of Directors

(2008 – 2011)

Vice-Chair, Board of Directors

(2006 – 2008)

Chair, Nominations &

Governance Board Committee

(2006 – 2007)

Audit & Risk Committee Board

Member

(2006 – 2007)

CEO Evaluation & Selection

Committee Board Member

(2007 – 2012)

The American Red Cross Grand Canyon Chapter, AZ (\$10M + budget, serves 56K sq miles in AZ)

Vice Chair, Board of Directors

(2015 – 2017)

Nominations & Governance

Board Committee Member

(2015 – 2017)

Act One Arizona (\$2.5M nonprofit)

Executive Summary

Karen K. Mildenhall, a seasoned board director, business owner, and former Fortune 500 corporate executive, specializes in driving rapid and targeted strategic transformations for boards in transition. She excels in identifying opportunities within adversity, fostering strategic clarity, and devising innovative solutions. Her expertise spans turnaround management, operations optimization, risk management, growth strategies, mergers & acquisitions, and P&L ownership, with a consistent track record of delivering substantial, bottom-line-enhancing, transformational changes to the organizations she serves.

With extensive experience as a board member and advisor, Karen has been a trusted consultant to C-suite executives and board leaders. Her career has seen her advise approximately 100 public and private boards across diverse industries, including global mining, semiconductor manufacturing, national waste management, global insurance, international financial services, renewables, fossil fuels, nuclear power generation, multinational manufacturing, and leading construction firms.

Karen's board service extends over two decades, during which she has held key positions such as chair, vice-chair, and committee member on Nominations/Governance, Audit/Risk, and CEO Evaluation committees within private companies and nonprofit organizations.

Karen accomplished nine successful turnarounds within the insurance industry throughout her corporate executive career. As the Managing Director for Marsh (NYSE: MMC, \$94B Market Cap), she led the U.S. Middle Market division, overseeing 1,800 employees and \$500M in revenue. Her restructuring efforts resulted in a remarkable 13% net profit increase within a year, along with conceptualizing the company's current agency acquisition model. As the Executive Vice President/Resident Managing Director at Aon (NYSE: AON, \$64B Market Cap), she transformed the lowest-performing U.S. office into a high-growth and profitability center, achieving a 385% EBITDA improvement over four years.

Karen is recognized for her leadership, characterized by integrity, innovation, decisive action, and grace under pressure. She actively promotes diverse perspectives within the organizations she leads, fostering an inclusive and forward-thinking culture. Her exceptional communication skills are instrumental in simplifying complexity and adapting to change with agility.

Karen holds a Bachelor of Science in Health Sciences with a focus on Environmental and Occupational Safety and Health from Brigham Young University, along with graduate studies in business administration at Loyola University of Maryland. She is a certified International Mergers and Acquisitions Expert (Institute for Mergers, Acquisitions, and Alliances), a Certified Professional Coach (ICF accredited Center for Coaching Certification), a former Certified Safety Professional (BCSP), and holds a certificate in Private Company Governance (Private Directors Association).

Beyond her professional achievements, Karen is an active volunteer, guiding startup nonprofits and mentoring children, teenagers, and early-career adults, contributing to the development of future leaders.